



**U.S. AIR FORCE**

# Policy Letter

## Digest

Policy, News and Issues from Headquarters U.S. Air Force

March 2003

### **Leaders address sexual assault at U.S. Air Force Academy**

The Air Force's senior leadership vowed March 3 to work closely with Congress to uncover the facts behind recent sexual assault cases and to address the broader climate at the U.S. Air Force Academy in a comprehensive manner.

"There is no place in our Air Force for anyone who would assault a woman, harbor those who do, or shun anyone who seeks to report a crime," said Secretary of the Air Force Dr. James G. Roche. "We will leave no stone unturned in our examination of this problem, and make no mistake: we will be undeterred from taking any and all actions to fix it."

Those remarks, said Air Force Chief of Staff Gen. John P. Jumper, are consistent with a commitment to enhance "officership, character, and judgment" at the academy.

"The Air Force Academy is one of our nation's most precious institutions, and a critical source of future leaders of our Air Force," General Jumper said. "We do not want criminals, those who cover for criminals, or those who would stigmatize a victim. A person who disregards the dignity of another in this manner is not the person we want to entrust with the defense of our nation."

Secretary Roche and General Jumper promised that the Air Force's leadership would not "gloss over this issue" by simply instituting more sexual education training or lectures, but that it would instead seek to align the culture of the academy more closely with the rest of the Air Force. The two Air Force leaders welcomed calls from Congress to establish efforts to review the issues and cases.

Sen. John Warner, R-Va., wrote to the deputy undersecretary of defense for manpower and Reserve affairs to review the Air Force's efforts as well as policies at the other service academies.

In addition, Sen. Susan Collins, R-Maine, and Sen. Joe Lieberman, D-Conn., recently requested that DOD's inspector general conduct an investigation into the specific allegations of sexual assault raised to date.

Sen. Wayne Allard, R-Colo., a member of the Academy Board of Visitors, alerted the Air Force to additional individual cases and made suggestions on improving the climate at the academy.

In addition, members of the House of Representatives, including Tom Tancredo, R-Colo., Curt Weldon, R-Pa., Joel Hefley, R-Colo., and Heather Wilson, R-N.M., have also been working with Air Force officials to resolve these allegations and the circumstances behind them.

Secretary Roche said the work of Congress has been instrumental in getting potential problems resolved at the academy.

"When Congressman Tancredo first referred a case concerning one of his constituents to our attention, we began a review that was accelerated as a result of subsequent communications from former cadets to Air Force headquarters and to Senator Allard's office," the secretary said. "General Jumper and I deeply appreciate the contributions of Congressman Tancredo and Senator Allard to this effort."

General Jumper lauded the work of members from both houses of Congress on the academy issue.

"It is only fitting that our nation's representatives engage to protect our country's most vital resources: the men and women who will one day lead our military," the general said.

Members of an Air Force fact-gathering team tasked with looking into the sexual assault allegations at the academy returned to the Pentagon Feb. 28.

Secretary Roche and General Jumper formed the working group to review the sexual assault programs, policies and procedures in place at the academy and other commissioning sources.

The group will consider whether policies and procedures were implemented properly, to include prosecution of the accused and proper assistance to victims. The eight members will deliver the information they gathered over a two-week period to a working group headed by Air Force General Counsel Mary Walker.

In addition, Secretary Roche traveled to the academy on Feb. 27 and addressed the entire cadet population on character, leadership and his expectations of the prospective officers in attendance. Jumper will go to the academy in early March to hold a special "commander's call" with academy leadership and cadets.

Secretary Roche said he, General Jumper and Air Force Academy Superintendent Lt. Gen. John Dallager will get to the bottom of the allegations, and also address broader policy and programs to instill confidence in the academy. An initial set of findings and directives is expected by the end of March.

The secretary said that only a small percentage of cadets are involved in these

types of crimes, and that while such behavior should not reflect upon the rest of the cadet wing, all members of the academy community must be part of the solution.

"We must not let the criminal behavior of a few taint the character of the cadet wing, who are working hard to prepare themselves to be leaders in our Air Force," Secretary Roche said. "Nor will we sacrifice due process or basic tenets of fairness and justice in pursuing this matter. But we must be clear: without the active commitment of all cadets – and especially male cadets – we will not eradicate this scourge from the academy."

General Jumper agreed with the secretary's comments.

"The vast majority of cadets live up to the highest expectations of honor and integrity, and a major part of the solution lies with them," General Jumper said. "We will do everything we can from a policy standpoint, and the administration will be accountable for their leadership actions. But it will take the entire cadet wing to make the Air Force Academy a safe place that lives up to its reputation as a premier educational institution, teaching only the highest standards of moral character and excellence."

## **CSAF briefs Senate on service's 2004 outlook**

Air Force Chief of Staff Gen. John P. Jumper joined the other service chiefs Feb. 25 to give the Senate Armed Services Committee his view of how fiscal 2004 is shaping up.

The general addressed the increased operations tempo under which the Air Force worked throughout 2002 and into 2003.

According to General Jumper, more than 25,000 airmen have deployed during operations Enduring Freedom, and Northern and Southern Watch, launching nearly 80,000 sorties. In addition, more than 25,000 sorties have covered American skies as part of Operation Noble Eagle. And, airmen also participated in several humanitarian missions worldwide.

"Our (operations) tempo has been high and our people have been sprinting for a long time, but they never failed to answer the call," General Jumper said.

One of the ways the Air Force has worked to relieve the stress in deployment schedules is to make more people available for deployment. A secretary-of-defense mandate

called for the services to examine the jobs done by military members to see if civilian employees could do them.

Another point of institutional stress facing the service is the cost of maintaining an increasingly geriatric aircraft fleet, the general said. The cost of maintaining the aging fleet is increasing at a rate of about 10 percent per year. In addition, maintainers are working about 200,000 extra man-hours per year to inspect engines.

On the plus side, the general praised the potential of the F/A-22 Raptor and the Joint Surveillance Target Attack Radar System aircraft.

"The F/A-22 will give us 24-hour stealth capability for the first time," he said.

According to General Jumper, the service is planning to upgrade the next generation of JSTARS to the Boeing 767.

"This will be the baseline aircraft for our multi-sensor command and control aircraft that will do the integration of space, manned

and unmanned platforms that we think will take us into the future,” he said.

Those additions, along with a “total force” cadre of active duty, Air Force Reserve, Air National Guard and civilian men and women

who are the “best in the world,” makes today’s Air Force ready to answer the call.

“The Air Force has never not been ready,” the general said. “We’re ready for anything the president asks.”

## **DOD space chief outlines priorities**

America needs a roadmap to ensure success in the national security space program, according to Peter B. Teets, undersecretary of the Air Force and director of the National Reconnaissance Office, and Defense Department’s executive agent for space.

“Any discussion of priorities needs to start with the notion of ensuring mission success in space operations,” he said. “Our space assets are now probably more important to win the global war on terrorism than they ever have been.”

There have already been two successful national security space launches in 2003, with 12 more scheduled. There was only one last year. The key to maintaining the schedule, the undersecretary said, is a viable fleet of launch vehicles. The United States currently uses the Atlas V and Delta IV evolved expendable launch vehicles to boost spacecraft into orbit.

“It’s important to have two EELVs ... as independent as possible so, in the event one of them suffers a launch failure ... (it) won’t bring the ... program to a halt while we get to the root cause, make the fix and get back into space again,” he said.

While the current vehicles are the best the nation has ever had, Mr. Teets said he is looking for better things to come.

“If we’re going to have operational, responsive, assured access to space, we need to (reduce launch preparation) time down to hours and days,” he said.

To accomplish that goal, Mr. Teets said he is expecting to see smaller launch vehicles than can be erected on the launch pad, bolted to a spacecraft and fueled by a tanker truck. Other goals on the agenda include developing a cadre of space professionals, integrating space capabilities for warfighting and intelligence, getting space acquisition programs back on track and refocusing on science and technology programs.

“If we’re going to win this global war on terrorism, we’re going to have to get ourselves in position where we can collect information about (terrorist groups),” he said.

Equally important, he said, is enhancing the nation’s space control capability.

“Our space systems give us a very significant capability advantage,” the undersecretary said. “Our adversaries have taken note of that, so it’s going to be important for us to put meaningful resources against, first of all, space situation awareness.”

According to the undersecretary, the first step in defending America’s space assets is knowing more about what else is up there.

“We track objects, but we don’t know an awful lot about what all those objects may be,” he said. “We need to get a better handle on (that), then we need to implement some defensive measures.”

Mr. Teets said the first space situational awareness measures would include attack-warning sensors, but the nation needs to pursue offensive space capabilities as well.

## **The Enlisted Perspective**

*By Chief Master Sgt.  
of the Air Force  
Gerald R. Murray*

As units throughout our Air Force deploy, posture for deployment, or ramp up for accelerated operations at home, it’s important to know that senior leaders are aware of how hard each of you is working, and that they are grateful for your dedication to the mission.

Nowhere is that appreciation more evident than in President Bush’s 2004 budget proposal, unveiled last week. In that proposal, the largest chunk of Air Force money is focused on you – our greatest asset. People

and quality-of-life initiatives make up 34 percent of the \$93.5 billion in Air Force money.

The most tangible part of that budget for most of us is the proposed pay raise, which ranges from 2 percent for our E-1s to 6.25 percent for our most senior NCOs. I want to take a moment and explain the “whys” behind this proposal, and what it means to you as an enlisted airman.

We have enjoyed several targeted pay raises in the past four years in a concerted

effort to bring our military pay into a comparable scale with that of our private sector counterparts with the same level of education and experience. We have been very successful in doing that for the majority of our junior ranks – the compensation for an airman entering the Air Force out of high school is better than 85 percent of their former classmates who chose to go to work in the private sector. That does not take into consideration enlistment bonuses, or other special and incentive pays the Air Force provides to some skills.

However, the gap between civilian and military pay widens at the NCO and senior NCO ranks, with our senior NCOs in some cases earning only half of what their civilian counterparts with the same skills, education and experience level earn. The 2004 targeted pay raise proposal will continue to address that gap, giving an average pay raise of 4.6-4.8 percent to NCOs, and between 5 and 6.25 percent for senior NCOs.

Another factor considered in setting this proposal was the time a person spends in a particular grade. E-1s are in a transitional phase of their career. By the time airmen complete basic training and technical school, most are

already E-2s and E-3s. The high promotion rates of the past few years have also driven average sew-on times down; the average time for promotion to staff sergeant is now 4.6 years, significantly less than years past. Those same E-1 coming in now with a 2 percent pay raise will enjoy the benefits of the NCO targeted pay raises much sooner than in the past.

While we know we can never pay you enough for the sacrifices you and your families make for our country, targeted pay raises are a good way for us to reward the skill and experience of our retention-based force while giving our young airmen motivation to advance as they look up the pay scale.

In today's environment of high operations tempo, deployments and demanding missions, every member of our force is an integral part of the team, and we will continue to seek adequate pay and compensation for all you do. The Air Force needs each one of you to understand the immense value you are to the organization and to continue to carry your weight every day. Thank you for your dedicated service, and what you do for our great nation.

## **AF revises body modification, mutilation guidance**

The Air Force has revised personal appearance guidelines in response to a trend involving extreme body modification and mutilation that is becoming common among a small, yet growing segment of the population, according to personnel officials.

This change is in Air Force Instruction 36-2903, Dress and Personal Appearance of Air Force Personnel. It prohibits airmen from intentionally altering or modifying their bodies in order to achieve a visible effect that disfigures, deforms or otherwise detracts from a professional military image, said Lt. Col. Frank Pombar, chief of the Air Force quality of life programs and uniform branch at the Pentagon.

Although the colonel believes very few airmen will actually be impacted by this policy clarification, it will benefit recruiters, first sergeants, commanders and airmen.

“For some time now, recruiters have been seeing a growing number of people with extreme body alterations or piercings,” he said. “Without specific guidance, recruiters often had

to rely on personal opinion or taste to make a decision as to what was or was not appropriate.”

However, this change to the AFI is not a checklist. The goal is to establish broad guidance to assist commanders, first sergeants, recruiters and airmen in determining what is or is not acceptable and professional. Administrative or disciplinary action will be left up to the discretion of commanders if they feel airmen have done something to themselves that might detract from their professional military image.

The bottom line is that Air Force people must always strive to conduct themselves in a professional manner, he said.

Each of the four services are seeing the same things and are beginning to adopt policies similar to the Air Force.

“Hopefully we have created a useful guideline that will let everyone know what the Air Force standard is and what is expected of all men and women wearing the Air Force uniform,” Colonel Pombar said.

## **First sergeant changes benefit entire AF**

Air Force officials are touting recent changes made to first sergeant assignments and hope that more senior noncommissioned officers take advantage of what some are calling “the best job I’ve ever had in the Air Force.”

The Air Force converted the career field into a special-duty assignment in October. However, the Air Force is still short 100 first sergeants.

“Something needed to be done to make the position more attractive to senior noncommissioned officers,” said Senior Master Sgt. Chris Anthony, first sergeant special duty manager at the Pentagon. “So far, we’ve heard nothing but good things about the changes we made.”

Most notably, the Air Force made the first sergeant position a three-year special-duty assignment. After two years, the first sergeant can apply to extend for another three-year assignment. Once first sergeants complete their special-duty assignment, they are free to return to their previous career field.

“Prior to the change, many senior NCOs felt that if they chose to become a first sergeant they would basically stop their promotion track because they were competing

against a small group of highly qualified people,” said Chief Master Sgt. Sandra Williams, commandant of the Air Force First Sergeant Academy at Maxwell Air Force Base, Ala. “I believe that under the new system, many more top senior NCOs will go into the first sergeant duty, do great things for us and then return to their career fields and do even more great things for our Air Force.”

Besides facing tougher promotion rates, many people were also discouraged by just how time consuming the first sergeant job can be, Chief Williams said. However, with the first sergeant position now a three- or six-year, special-duty assignment instead of a career choice, officials hope that more senior NCOs will be interested in doing what Williams, a nine-year first sergeant, called “the best job I’ve ever had in the Air Force.”

When someone became a first sergeant, the career field had to give up one of its sharpest troops, Anthony said. Although the Air Force, as a whole, gained a valuable asset, the career field was short one future leader. Now senior NCOs can expect to work hard and make a big difference as a first sergeant and then move on after a few years to other important challenges.

## **Unit commanders get more control of leave program**

A recent policy change returns the authority to unit commanders to approve permissive temporary duty and terminal leave of more than 90 days.

The Air Force’s instruction on military leave requires members wanting a combination of permissive TDY and terminal leave of more than 90 days to seek approval at group or wing level. It is that part of Air Force Instruction 36-3003 that will be modified, said Master Sgt. Don Taylor, leave program manager at the Air Force Personnel Center, Randolph Air Force Base, Texas.

“Instead of pushing approval paperwork up to the wing commander,” Sergeant Taylor said, “this puts approval authority back down to the unit commander.”

Permissive TDY is leave granted at the discretion of a commander to retiring airman and some separating airmen to look for a new home or job. Terminal leave is a period of regular leave that ends on the same day as a person’s separation or retirement date.

Current policy will not be reworded to reflect the change. Instead, portions of the current instruction will be deleted.

The change is necessary because an increasing number of Air Force people are reaching retirement or separation dates with large amounts of accrued leave. Airmen are normally permitted to have up to 60 days of leave “on the books” at the end of each fiscal year — Sept. 30. People with more than 60 days of leave accrued typically lose those extra days on Oct. 1.

Exceptions to that policy include people who had been directly supporting contingency operations. In these cases, they may apply for special leave accrual to restore up to 90 days of accrued leave.

Another option for people approaching separation or retirement dates with more leave than they will be able to take is to sell back leave. But they may sell only a total of 60 days of leave back to the government during their career.

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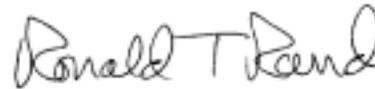
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## Correction to February article 'Officials unveil 2004 budget proposal'

The \$2.3 billion reported as funding the construction of "new base and community support projects" actually will fund base and communications support.

Construction projects listed (dorms, fitness centers, etc.) are part of the \$877.5 million military construction program discussed earlier in the article.

Also, the report of "almost \$1 billion" in MILCON is more accurately \$877.5 million, and the funding for facility sustainment, restoration and modernization is not \$1.4 billion, but \$2 billion in total force facilities sustainment, restoration and modernization funding.



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